



# Department of Defense

## DIRECTIVE

August 28, 1990  
NUMBER 5035.1

---

---

DA&M

SUBJECT : Fund-Raising Within the Department of Defense

- References:
- (a) DoD Directive 5035.1, subject as above, April 7, 1978 (hereby canceled)
  - (b) Title 5, Code of Federal Regulations, Part 950 (U.S. Office of Personnel Management Combined Federal Campaign Regulation, Part 950; Solicitation of Federal Civilian and Uniformed Services Personnel for Contributions to Private Voluntary Charitable Organizations, April 4, 1988)
  - (c) Executive Order 12404, "Charitable Fund-Raising," February 10, 1983
  - (d) Public Law 100-202, "Treasury, Postal Service, and General Government Appropriations Act of 1988," December 21, 1987 (5 U.S.C. 1101)
  - (e) through (h), see enclosure 1

### A. REISSUANCE AND PURPOSE

This Directive reissues and updates reference (a) to implement, within the Department of Defense, Government-wide policy and procedures prescribed by reference (b).

### B. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD); the Military Departments; the Chairman, Joint Chiefs of Staff and Joint Staff; the Unified and Specified Commands; the Inspector General of the Department of Defense (IG, DoD); and the Defense Agencies (hereafter referred to collectively as "DoD Components").

### C. POLICY

1. The program, practices, and procedures prescribed in reference (b) shall be applied by all DoD Components to all authorized fund-raising solicitations at DoD installations and activities without variation, except as may be permitted by reference (b) or this Directive. DoD Components may, without any change in content, reprint reference (b) in their established format and media.

2. As stated in references (c) and (d), the campaign is open to voluntary charitable and philanthropic organizations.

3. DoD Components, including commanders and heads of field installations and activities, shall cooperate with and assist recognized voluntary health and welfare organizations and representatives, or authorized organizations or

representatives of other Federal Agencies, as appropriate, in the arrangements for and conduct of authorized solicitations as required to meet 5 CFR 950 (reference (b)) and the needs of local communities. Employee solicitations shall be conducted during duty hours using methods that permit true voluntary giving and shall reserve to the individual the option of disclosing any gift or keeping it confidential.

4. The Combined Federal Campaign - Overseas Area (CFC-OA) is conducted in accordance with DoD Instruction 5035.5 (reference (e)) during a 6-week period in the fall of each year at all overseas areas served by the Unified Commands (except Alaska, Hawaii, the Commonwealth of Puerto Rico, and the U.S. Virgin Islands). Commanders of the Unified and Specified Commands and Heads of other DoD Components located in these overseas areas shall comply with the accounting and reporting procedures specified in reference (e).

5. Commanders and heads of installations and activities of the Department of Defense located within the United States and the Commonwealth of Puerto Rico, at their discretion and according to reference (b), shall provide for personnel to support the campaign.

6. Legal authority for the Federal Fund-Raising Program is E.O. 12353 (reference (f)), as amended by E.O. 12404 and P.L. 100-202 (references (c) and (d)). Section 7 of reference (f) states, "This order shall not apply to solicitations conducted by organizations composed of civilian employees or members of the Armed Forces among their own members for organizational support or for benefit or welfare funds for their members. Such solicitations shall be conducted under policies and procedures approved by the head of the department or agency concerned." On-the-job solicitations for military relief and aid organizations shall be governed by the general principles of reference (b) and this Directive. Such solicitations shall not be made during conflicting periods or in any other way conflict with solicitations authorized for the combined federal campaign.

7. Fund-raising by private voluntary organizations at the place of employment or duty is limited. This restriction does not preclude local employees' initiative to assist the unfortunate. Certain fund-raising activities such as the use of "poppies" or other similar tokens by veterans' organizations, or placement of food or toy collection boxes at entrances or in concourses or lobbies of federal buildings or installations normally open to the general public is permitted. The decision to authorize such collections rests with the commanders or heads of field installations or activities.

#### D. RESPONSIBILITIES

1. The Director of Administration and Management (DA&M), Office of the Secretary of Defense (OSD), shall be responsible for the general administration of the fund-raising program of the Department of Defense. The DA&M, OSD, shall perform the following specific functions:

a. Issue instructions and procedures required for the effective operation of the fund-raising activities of the Department of Defense.

b. Provide advice and assistance on the policy, objectives, and procedures of fund-raising activities of the Department of Defense.

c. Uphold the policy of voluntary giving and clear employee choice during the fund-raising campaign.

d. Provide methods to look into employee complaints of undue pressure and coercion regarding CFC donations.

e. Designate a coordinator for DoD fund-raising activities.

2. The Coordinator for Department of Defense Fund-Raising Activities shall :

a. Assist the DA&M, OSD, in administering fund-raising solicitations within the Department of Defense.

b. Accumulate and distribute consolidated reports of accomplishments, as required.

c. Maintain liaison for the Department of Defense with, and assist, the Director of the Office of Personnel Management (OPM), or designee, and others as appropriate, on fund-raising activities.

d. Publicize program requirements throughout the Department of Defense.

e. Answer inquiries about the fund-raising activities from officials and employees and from external sources.

f. Arrange for any necessary corrective action on complaints that allege violation of fund-raising activity requirements.

3. The Heads of the DoD Components shall be responsible for the internal operation and administration of the fund-raising program within their respective organizations. This shall be executed consistent with this Directive and other instructions that may be issued by the Secretary of Defense. In executing this responsibility, they shall:

a. Issue implementing instructions and procedures required for the effective operation of and participation in fund-raising campaigns.

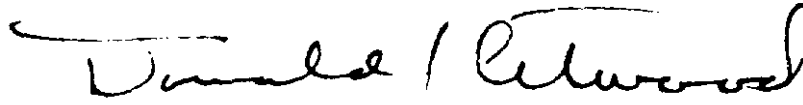
b. Recommend to the Secretary of Defense proposals to improve the policies, objectives, and procedures of the DoD fund-raising program.

c. Prepare such reports and data as required, consistent with DoD Directive 7750.5 (reference (g)).

d. Establish or continue any committee composed of representatives of management and employees that may be required to assist the operating fund-raising activities in their organizations (DoD Directive 5410.18, reference (h)).

E. EFFECTIVE DATE AND IMPLEMENTATION

This Directive is effective immediately. Supplementation of this Directive or issuance of implementing regulations is not permitted without the prior approval of the Director of Administration and Management, Office of the Secretary of Defense. Forward two copies of implementing documents to the Director of Administration and Management, Office of the Secretary of Defense, within 60 days.



Donald J. Atwood  
Deputy Secretary of Defense

Enclosures - 2

1. References
2. General and/or Background Information on Voluntary Giving

REFERENCES, continued

- (e) DoD Instruction 5035.5, "DoD Combined Federal Campaign - Overseas Area,"
- (f) Executive Order 12353, "Charitable Fund-Raising," March 23, 1982
- (g) DoD Directive 7750.5, "Management and Control Of Information Requirements," August 7, 1986
- (h) DoD Directive 5410.18, "Community Relations," July 3, 1974

GENERAL AND/OR BACKGROUND INFORMATION ON VOLUNTARY GIVING

A. Local, national, and international charitable and philanthropic organizations depend on voluntary contributions to achieve their objectives. Members of the Armed Forces and civilian employees of the Department of Defense, as individual citizens and as members of the community in which they live, should assume their respective share of the responsibility for supporting these activities. To that end, dollar goals may, while not required, be established to provide a focus for good spirit and unity of purpose that contributes materially to success. By apportioning the goal equitably among the activities and installations, each group shares responsibility in the team effort and has a mark with which to gauge its progress.

B. Each member of the Armed Forces and each civilian employee of the Department of Defense shall be encouraged, through on-the-job solicitations, to designate his or her contribution(s) to a specific organization. Such designated contributions shall, less approved administrative costs, be remitted by the principal combined fund organization to the specified recipient. Undesignated contributions shall be distributed according to formula.

C. True voluntary giving is fundamental to Federal fund-raising activities. Procedures that do not allow free choice, or even create the appearance that employees do not have a free choice to give or not to give or which do not provide for the confidentiality of that election or the amount of any donations, are contrary to Federal fund-raising policy. Such prohibited practices include, but are not limited to:

1. Solicitation of employees by their supervisor or by any individual in their supervisory chain of command. This does not prohibit the head of an agency from performing the usual activities associated with the campaign kick-off or from demonstrating his or her support of the CFC in employee newsletters or other routine communications with the Federal employees.

2. Supervisory inquiries about whether an employee chose to participate or not to participate or the amount of an employee's donation. Supervisors may be given nothing more than summary information about the major units that they supervise.

3. Setting of 100 percent participation goals.

4. Establishing personal dollar goals and quotas.

5. Developing and using lists of noncontributory.

6. Providing and using contributor lists for purposes other than the routine collection, forwarding of contributions and allotments, and recognizing donors.

7. Using as a factor in a supervisor's performance appraisal the results of the solicitation in the supervisor's unit or organization.

D. The overall effectiveness of a campaign can be significantly improved by the use of campaign aids. Authorized campaign aids include, but are not limited to, the following:

1. Publicity items such as balloons, lapel pins, counter cards, posters, etc.
2. Goal board displays showing achievement of organizations participating in the campaign.
3. Charts and/or reports and analyses of campaign progress.
4. Letters or memoranda of endorsement by principal officials or organization leaders that provide general information about, generate interest in, and show support for the campaign.
5. Newsstories and articles for military installation publications and/or local newspapers.
6. Recognition] and/or presentation of campaign awards earned by individuals for outstanding service to the campaign or for contributions keyed to percent of salary donated. (Example: presentation of the CFC Eagle (Pin) Award to recipients.)
7. Speeches and/or addresses and/or public appearances made, throughout the campaign, by principal officials or organization leaders, to present campaign information, to encourage participation, and to promote community support through voluntary giving.

These campaign aids are considered to be effective techniques to build team spirit and promote organizational pride. When performed within the true spirit of volunteer giving, these activities are not coercive actions, but are positive measures contributing to the success of the fund-raising effort.

E. Raffles, lotteries, bake sales, carnivals, athletic events, or other fund-raising activities not specifically provided for in E.O. 12404 and P.L.100-202 (references (c) and (d)) and this Directive are strictly prohibited.